

**SUBJECT- COMMERCE-PAPER –VI (MHRM)**  
**QUESTION BANK**  
**MODULE –I - HUMAN RESOURCE**  
**MANAGEMENT**

1. Define Human Resource Management. What are the functions of Human Resource Management?
2. What do you mean by Human Resource Management? Explain its importance.
3. Distinguish between Traditional Human Resource Management and Strategic Human Resource Management.
4. What do you mean by Human Resource Planning? Explain the steps involved in Human Resource Planning
5. What is job analysis? What are the components of job analysis?
6. What is meant by job design? What are the techniques of job design?
7. What is meant by recruitment? What are the sources of recruitment?
8. What is selection? Explain the steps involved in selection process.
9. What do you mean by e-selection? What are the different techniques of e-selection?

## 1.1 HRM

- **HRM- Definitions-**

1. HRM is that part of management concerned with people at work and with their relationships within the organization. It seeks to bring together men and women who make up an enterprise, enabling each to make his own best contribution to its success both as an individual and as member of a working group.
2. It is planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources the end that individual, organizational and societal objectives are accomplished.

- **HRM- Meaning-**

It is concerned with the people dimension in management. Since every organization is made up of people, acquiring their services, developing their skills, motivating them to higher levels of performance and ensuring that they continue to maintain their commitment to the organization are essential to achieving organizational objectives. It is a process of acquiring, developing, motivation and maintaining manpower for the development and growth of an organization. It is the recruitment, selection, development, utilization, compensation and motivation of human resources by the organization.

- **HRM –Features-**

<ol style="list-style-type: none"> <li>1. It relates to managing people</li> <li>2. It is an art, science and profession</li> <li>3. It is complex</li> <li>4. Develops employees' potentialities</li> <li>5. Integral part of organization</li> <li>6. Continuous activity</li> <li>7. Secures employee cooperation</li> </ol>	<ol style="list-style-type: none"> <li>8. Future oriented</li> <li>9. It is a challenging function</li> <li>10. It is pervasive/has universal application</li> <li>11. Develops team spirit</li> <li>12. Provides long-term benefits</li> <li>13. It is a multi-disciplinary and dynamic approach</li> </ol>
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- **HRM- Functions-**

<ol style="list-style-type: none"> <li>1. Managerial functions</li> <li>2. Operative functions</li> <li>3. Procurement/acquisition manpower</li> <li>4. Development of manpower</li> <li>5. Performance management</li> </ol>	<ol style="list-style-type: none"> <li>6. Compensation management</li> <li>7. Integration of interest of manpower and an organization</li> <li>8. Maintenance and motivational manpower</li> <li>9. Provision of welfare facilities</li> <li>10. Maintaining cordial relation</li> </ol>
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- **HRM- Importance-**

<ol style="list-style-type: none"> <li>1. Availability of competent human resource</li> <li>2. Effective use of human resource</li> <li>3. Motivating human resource</li> <li>4. Raising morale of the employee</li> <li>5. Career development</li> </ol>	<ol style="list-style-type: none"> <li>6. Competitive advantage</li> <li>7. Working relationships</li> <li>8. Enhance corporate image</li> <li>9. Helps to achieve social objectives</li> <li>10. National significance</li> </ol>
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	POINT	STRATEGIC HRM	TRADITIONAL/CONVENTIONAL HRM
1	<b>Meaning</b>	The responsibility for managing people is given to line managers who basically manage people at work. HR polices, practices and activities are aligned with the organsational objectives and strategies.	HRM is regarded as staff/advisory function and strictly operational. HR is managed by specialist in the line with the company's rules and regulations.
2	<b>Emphasis</b>	Results at the organizational level	Activities relation to human resources
3	<b>Responsibility</b>	On HR Specialists	On Line managers and HR specialist
4	<b>Functional</b>	Development of people and also organization in line with business goals /objectives	Development of people for the benefit of organization
5	<b>Significance</b>	Formulation & execution of HR strategy in alignment with corporate strategy	Managing people to facilitate organizational activities
6	<b>Role</b>	As a strategic business partner of achieving organizational objectives	As a custodian of HR policy execution and compliance.

## 1.2 HRP

- **HRP- Definitions-**

1. **Coleman-** “It is the process of determining manpower requirements and the means for meeting those requirements in order to carry out the integrated plan of the organization.”
2. **Stainer-** “It is the strategy for the acquisition, utilization, improvement and preservation of an enterprise's human resources. It relates to establishing job specifications or the qualitative requirements of the jobs determining the number of personnel required and developing the sources of manpower.

- **HRP-Meaning-**

- HRP consists of a series of activities viz. forecasting, the future manpower requirement, making an inventory of present manpower, anticipating manpower problems, planning the necessary course of action.
- HRP is a systematic process of identifying manpower requirements in terms of quality and quantity to undertake organizational activities and to achieve organizational goals.
- It is a process of predetermining future human resource needs and course of action needed to satisfy those needs to achieve organizational goals.
- It is putting right number of people, right kind of people at the right place, doing the right things for which they are suited for the achievement of organizational goals.
- It is the process of determining manpower requirement in order to carry out the integrated plan of the organization.

- **Features of HRP-**

1. It involves number of activities
2. It identifies right number and right kind of people
3. It is a complex and continuous process
4. It requires competency

- **Importance of HRP-**

1. Meets manpower existing and growing needs
2. Facilitate replacement of manpower
3. Meets challenges of technological environment
4. Motivates manpower
5. Provides base for HR activities- recruitment, selection, training, placement, performance appraisal, promotion, transfer, career development...etc.

- **Process/Steps/Stages of HRP--**

1. To analyze the organizational goals and plans
2. To forecast HR demand and supply
3. To estimate manpower gaps
4. To finalize action plan
5. To monitor and control

## JOB ANALYSIS-

- **Job- It** refers to the group of activities to be performed. It is the collection of duties and responsibilities which are given together to an individual employee. It is sum total of task, duties and responsibilities which is assigned to individual employees
- **Job Analysis-**  
It is a process of collecting detailed information about a job. It is a systematic process of collecting and studying information about the various jobs in the organization. It is a process of collecting all relevant information about the job. It is the starting point of the whole process of recruitment and selection.
- **Span of Job Analysis-**
  1. The type of job
  2. The people of the groups with whom the incumbent has to interact
  3. The risk involved in performing the job
  4. The functions that the incumbent will have to perform
  5. The importance of the decision taken by the incumbent
  6. The time that would have to be devoted for the job
- **Elements/Ingredients/ Components of Job Analysis-**

	<b>JOB DISCRIBTION</b>	<b>JOB SPECIFICATION</b>
Meaning	It is a written summary of the duties and responsibilities of the job that helps the superiors and employees to understand what the job is and how it is to be performed	It is a statement of minimum acceptable human qualities/summary of necessary personal characteristics to perform a job properly
Contents	<ol style="list-style-type: none"> <li>1. Job title</li> <li>2. Job location</li> <li>3. Job summary</li> <li>4. Reporting to</li> <li>5. Working conditions</li> <li>6. Job duties</li> <li>7. Matches to be used</li> <li>8. Hazards</li> </ol>	<ol style="list-style-type: none"> <li>1. Qualification</li> <li>2. Experience</li> <li>3. Training</li> <li>4. Skills</li> <li>5. Responsibilities</li> <li>6. Emotional characteristics</li> <li>7. Sensory demands</li> <li>8. Personal traits</li> </ol>

- **Advantages of Job Analysis-**
  1. It helps to design organizational structure and design
  2. It facilitates effective planning
  3. It is foundation of job evaluation
  4. It helps to establish standards for performance appraisal
  5. It develops industrial relations
  6. It helps to health and safety measures
  7. It facilitates recruitment and selection, job evaluation, placement and orientation, training and development, promotion and transfers, career planning and development, redesigning of jobs

	<b>Job Description</b>	<b>Job Specification</b>
1 Meaning	It is a written summary of the duties and responsibilities of the job that helps the superiors and employees to understand what the job is and how it is to be performed	It is statement of minimum acceptable human qualities/summary of necessary to perform a job properly personal characteristics
2 Order	It precedes job specification	It follows job description
3 Emphasis	On job related information (Job requirement)	On candidate related information
4 Nature	It is more complex	It is more simple
5 Benefits	Clear information about the job	Clear information about requirements of the candidate
6 Contents	Job title, Job location, Job summary, Reporting to, Working conditions, Job duties, Matches to be used, Hazards	Qualification, Experience, Training, Skills, Responsibilities, Emotional characteristics, Sensory demands , physical traits, mental qualities, family background, socio-psychological, interpersonal skills, ..etc

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• **JOB DESIGN-**

1. It refers to the methods that management uses to develop the content of a job including all relevant tasks and the process by which jobs are constructed and revised.
2. It integrates work contents (functions and relationships), the rewards (intrinsic and extrinsic) and the qualification required (skills, knowledge and abilities) for each job in such a way that meets the needs of the employees and the organization.

• **Determinants/ Factors Influencing Job Design-**

1. Nature of job
2. Organizational climate
3. Technology used
4. Employee needs
5. Nature of plant
6. Organizational structure
7. Availability of competent manpower
8. Nature of the organization

<b>APPROACHES /TECHNIQUES OF JOB DESIGN</b>		
	<b>Traditional</b>	<b>Motivational</b>
Meaning	Considers technical aspects of the job /work simplification	Considers human aspects of job and considers the psychological and technical aspects of the job
Base	Time study- considers time required to complete a particular job	Job Simplification- Division of job
	Motion study- Studies movements of workers in performing certain work	Job Rotation- Movement of an employee from one job to another
	Fatigue study- productivity improvements	Job Enlargement- It refers to horizontal expansion of the job & increases the scope of the job. More tasks are added to the existing job.
		Job Enrichment- It refers to the vertical expansion of the job.
		Job Flexibility – Designing the nature of job according to the work performance

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### 1.3 RECRUITMENT

- **Definitions-**

1. Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization.
2. It is the process of finding and hiring the best qualified candidate from within or outside of an organization for a job opening, in a timely and cost effective manner.

- **Meaning-**

- It means to estimate the available vacancies and to make suitable arrangements for their selecting and appointments.
- It is a process of searching and attracting people to apply for jobs in the organization.
- In recruitment, the available vacancies are given wide publicity and suitable candidates are encouraged to submit applications so as to have a pool of eligible candidates for scientific selection.

- **Features of Recruitment--**

1. It is the process of searching and obtaining people for jobs and from the potential and right people can be selected
2. It is a systematic and continuous process
3. It begins when new recruits are sought and ends when their applications are submitted
4. It acts as a link between the employers and the job seekers
5. It facilitates selection of employees
6. It ensure the placement of the candidate at the right place at the right time

SOURCES OF RECRUITMENT			
INTERNAL		EXTERNAL	
1	Promotions	1	Campus recruitment
2	Transfers	2	Press advisement
3	Internal notification/advertisement	3	Management consultancy services and private employment exchanges/employment agencies
4	Retirements	4	Deputation of personnel/ transfer from one to another organization
5	Recalls from long leave	5	Management training schemes
6	Former employees	6	Walk-in, write-in, talks-in
7	Extension of services	7	Labour contractors
8	Cataloguer	8	E-recruiting
9	Recommendations by seniors	9	Others- e.g. factory gate

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INTERNAL SOURCES			
ADVANTAGES		DISADVANTAGES	
1	Economical	1	Creates feeling of discontent among those who are not promoted
2	Develops loyalty	2	Prevents entry of new entrants /outside candidate
3	Motivates employees	3	Promotion top certain key posts may not be possible due non-availability of competent employees
4	Ensures security and continuity of employment	4	Organization will not be able to attract capable person from outside
5	Reduces employee turnover	5	Encourage favouratism
6	Quick and more reliable method	6	May not be always beneficial to the organization
7	Do not require induction/training	7	Limited scope
8	Time savvy	8	Needs to maintain confidential reports

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EXTERNAL SOURCES			
ADVANTAGES		DISADVANTAGES	
1	Encourages entry of new entrants	1	Leads to employee turnover
2	Has wider scope	2	It may spoil employer-employee relations
3	Facilitates impartial selection	3	Present employee may loose their sense of security
4	Best source if suitable persons are not available within the organization	4	It May demoralize existing employees
5	No need to maintain confidential reports	5	Costly and time-consuming

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## SECTION PROCEDURE

- **Definitions-**

1. It is the process of choosing the right person for the right job from a pool of different candidate who applied for a job.
2. It is the process of differentiating between applicants in order to identify and hire those with a greater likelihoods of success in a job.

- **Meaning –**

- Selection is the process of choosing eligible applicants out of the large number of applicants.
- It is the selection of right person for the right job.

- **Selection Process/Procedure-**

1. Job analysis
2. Advertisement
3. Application blank/form
4. Scrutiny of application
5. Written test
6. Interview/personal interview
7. Reference check
8. Medical examination
9. Final selection/ Initial job offer
10. Acceptance/rejection
11. Letter of appointment/job offer

- **Distinguish between-**

Point	RECRUITMENT	SELECTION
1 Meaning	It is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization.	It is the process of choosing the most suitable candidate from those who apply for the vacant post.
2 Purpose	To attract more number of candidates to apply for vacant post	To choose right candidate to fill the vacant post
3 approach	It is a positive process i.e. encouraging more and more employees to apply	It is a negative process as it involves rejection of the unsuitable candidates
4 Steps involved	Simple and involves job analysis. Determining the sources of recruitment and advertising for the vacant post	Lengthy and involves issue ads, conducting tests, reference check, medical examination and job offer
5 Cost involved	Economical	Expensive due to testing and interview
6 Time required	Less time consuming process	More time consuming process
7 Sequence /order	It precedes selection	It follows recruitment
8 Services of experts	Not required	Requires
9 Nature of function	It is done by the HR Dept so it is a staff function.	It can be undertaken by the concerned Dept, hence it is line function
10 Major activity	Advertising	Final selection
11 Nature of activity	It is more objective in nature	It may be subjective due to bias.

## E-SELECTION

- **Meaning-**

It is the conduct of various tests through online, contacting the candidates through e-mails, conducting the preliminary interviews and final interviews through audio conferencing and video conferencing. The employers get the reference letters /opinions from the referees through e-mail.

Its process involves electronic job analysis, e-job-application and screening, e-tests and assessment, e-interviews, e-selection decision making, evaluation of e-selection systems.

It is beneficial to both, organization and employees. In e-selection, the candidates need not move from his place to take the written test, preliminary interview, provide additional information, thus, it eliminates inconvenience, reduces costs and time, required to conduct the section process.

However, it is also subject to certain imitations like it is not applicable to psychological tests. Similarly, mechanical defects in transmitting information reduce the efficiency of section techniques, judgments based on this process cannot be as perfect as traditional process.

- **Techniques of e-selection-**

1. Online screening and shortlisting
2. Online interviews
3. Psychometric testing ( Ability and Aptitude test, Personality profiling)
4. Presentations
5. Group exercises
6. Assessment centers

## 2.1 MODULE –II- HUMAN RESOURCE DEVELOPMENT

1. What do you mean by human resource development? What are functions of human resource development?
2. Define training. Explain the process of identifying training and development needs.
3. Explain the methods of training and development.
4. What are the methods of evaluating effectiveness of training?

### 2.1 HUMAN RESOURCE DEVELOPMENT

- **Definitions-**

- It is the integrated use of training and development, organizational development and career development- to improve individual, group and organizational effectiveness.
- It is the process of accomplishing organizational objectives by acquiring, retaining, terminating, developing, and properly using the human resources in an organization.

- **Meaning-**

- It is the process of developing skills, competencies, knowledge and attitudes of people in an organization

- **Features-**

1. It is a systematic approach
2. It is a continuous process
3. Involves training, career development
4. Involves organizational development
5. It is multi-disciplinary
6. It Is a key element for problem-solving

- **Scope/Functions-**

1. It is a systematic approach
2. It is a continuous process
3. Involves training, career development
4. Involves organizational development
5. It is multi-disciplinary
6. It Is a key element for problem-solving

- **Training-**

- Training is the act of increasing the knowledge and skills of an employee for doing a particular job.
- It consists of planned programmes undertaken to improve employee knowledge, skills, attitudes and social behaviour so that the performance of the organisation improves considerable.

## PROCESS OF IDENTIFYING TRAINING & DEVELOPMENT NEEDS

### Short note

1. To identify the objectives of the organization
2. To appoint a training coordinator
3. To gather information about skills and abilities of the individuals
4. To analyze the gathered information
5. To identify the gap and to draw a training plan

### Descriptive

1. To identify performance opportunity/problem
2. To identify training needs
3. To identify knowledge & skills needed
4. To develop training resources
5. To assemble training materials
6. To conduct training programmes
7. To review and feedback

## Importance of Training

	To the organization	To the employee
1	Improves efficiency	Develops confidence
2	Improves quality	Develops skills/enhances competencies
3	Reduces accidents and turnover	Facilitates quick promotions
4	Lesser expenditure	Provides monetary benefits
5	Provides stable labour force	Develops self management
6	Develops better relations	Offer rewards
7	Introduces new techniques	Update knowledge
8	Enhances competitiveness	Create attitude of cooperation

## Methods of Training (On the Job and Off the Job)

	On the Job	Off the job
1	Orientation training	Vestibule/in the hall
2	Job instructions	Lecture
3	Apprentice	Special study
4	Internship	Film shows
5	Job rotation	Television programme
6	Coaching	Conference/discussion
7		Case study
8		Simulation
9		Programme instruction
10		Laboratory training

## Training Methods- ON THE JOB Vs OFF THE JOB

		ON THE JOB	OFF THE JOB
1	Meeting	It is imparted on the job within the organization	It is provided off the job, normally at training centers
2	Methods	It includes job rotations, coaching, under study, apprenticeships, planned progression ,..etc	It includes class room lectures, business games seminars, ..etc
3	Effect on regular work	Regular work is not affected	Regular work is affected
4	Trainer	By the immediate superior	Provided by the expert trainer
5	Individual/group	It is provided on individual basis	It is provided to a group
6	Theory/practical	Normally practical training is provided	Normally theoretical concepts are made clear
7	Cost	Less expensive	More expensive
8	suitability	More suitable to lower level managerial personnel	More suitable to higher level superior

- **METHODS OF EVALUATING TRAINING EFFECTIVENESS**

1. Observation
2. Questionnaire
3. Interviews
4. Focus groups
5. Test/re-test method